

STRATEGIC PLAN:

The Next Steps

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ST GEORGE'S
BRITISH INTERNATIONAL SCHOOL ROME



INTRODUCTION

This school strategy plan follows on from *The Way Forward*, which has covered the last two academic years of the school's operation.

The culmination of *The Way Forward* has seen the school recording record-breaking successes in terms of pupil numbers, waiting lists, financial returns for reinvestment, academic results at both IGCSE and IB, an outstanding inspection report and a significantly increased international profile. The closing stages of the plan have been dominated by the COVID-19 pandemic and the Brexit withdrawal agreement, both of which have required and will continue to require the school to proactively manage the challenges that these dual crises create. A detailed SWOT analysis was undertaken and recently reported to governors. This

updated plan, which covers the next two academic years, targets maximising the school's many strengths, overcoming and mitigating against the small number of systemic weaknesses, exploiting the numerous opportunities that exist to further develop the school and buffer the school from any threats to ensure that it continues to thrive as the school of choice for the international community of Rome.

Central to *The Next Steps* is the notion of the **Triangle of Support** (see **figure 1**). At the top of this triangle are our pupils and their needs must always be paramount. In order to support this, the parents and the school must work together in collaboration to ensure the best possible outcomes for all our pupils in all areas of the school's operation.



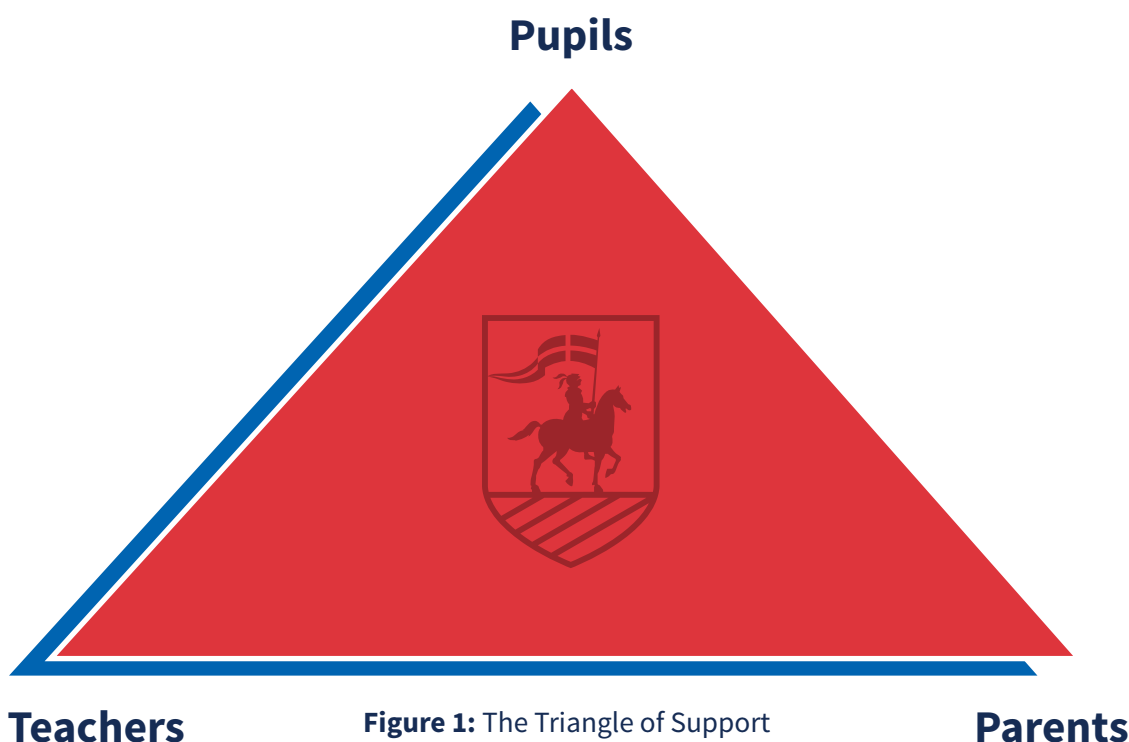


Figure 1: The Triangle of Support

VISION

Our vision is to become one of the leading **British International Schools** with a global reputation for excellence and innovation.

and balanced curriculum leading to the holistic development of highly competent, knowledgeable, compassionate and committed pupils who are inspired by the best British International education within the rich cultural and historical context of Rome.

MISSION

Our mission is to ensure that all pupils become the **very best version of themselves** so that they can excel today and into the future. We focus on the inspirational teaching of a broad, deep

VALUES

Our three core values are:
internationalism, inclusivity and excellence.

Internationalism	We are an internationally diverse community where differences are respected and celebrated.
Inclusivity	We are a welcoming community where all pupils, alumni, staff and parents are encouraged to thrive, feel safe and belong.
Excellence	We are a hugely ambitious community where all members are challenged to strive for excellence in all that they do and become the very best version of themselves.



VALUES IN ACTION

INTERNATIONALISM

We are an **internationally diverse community** where differences are respected and celebrated.

We achieve this by:

- Ensuring that every member of our community has equal value
- Ensuring that pupils benefit from an excellent, innovative, inspirational and internationally recognised curriculum
- Ensuring that all pupils develop spiritually, morally, socially and culturally into true ambassadors for the school
- Ensuring pupils develop social responsibility and show a concern for the environment and the world around them
- Ensuring that the international profile of the school is fostered and further developed

INCLUSIVITY

We are a **welcoming community** where all pupils, alumni, staff and parents are encouraged to thrive, feel safe and belong.

We achieve this by:

- Ensuring that every member of our community treats others how they would wish to be treated
- Ensuring that pupil welfare, wellbeing, health and safety are paramount
- Ensuring that all pupils benefit from outstanding pastoral care centred on the school's House System
- Ensuring that exceptional bespoke support exists for all pupils
- Ensuring that the school's existing curriculum is the most appropriate pathway for all admitted pupils

EXCELLENCE

We are a **hugely ambitious community** where all members are challenged to strive for excellence in all that they do and become the very best version of themselves.

We achieve this by:

- Ensuring that every member of our community has the highest possible expectations of what they can achieve
- Ensuring that success in its myriad of forms is celebrated
- Ensuring that teaching and the quality of pupils' learning and achievement is consistently excellent
- Ensuring that all pupils have access to the widest range of opportunities through the school's co-curricular programme
- Ensuring that excellent links exist with parents, alumni and the wider community
- Ensuring that the school benefits from excellent leadership, management and governance



ST GEORGE'S LEARNER PROFILE:

NINE Cs

The St George's unique Learner Profile is built around nine attributes which we look to develop in all of our pupils.

Competence	I have the necessary abilities, skills, knowledge and understanding to excel both today and in the future
Contentment	I am happy , satisfied, self-aware and comfortable in my own skin
Curiosity	I have an infectious love of learning and a strong desire to find out more
Confidence	I am ambitious, self-assured and have an appreciation of my own unique abilities and qualities. I have the confidence to work independently and to lead and collaborate with a team.
Challenge	I embrace challenge , have high expectations and readily do things that are difficult and test my abilities
Commitment	I am dedicated, have the right attitude and recognise that effort, process and application are more important than innate ability
Creativity	I use my imagination, think critically and develop my own original ideas
Compassion	I am kind and show a concern for others and the world around me
Cultural Understanding	I have the ability to relate effectively across cultures

OBJECTIVES

- 1** To ensure that all pupils become the very best version of themselves.
 - a.** To ensure that inspirational teaching leads to exceptional learning.
 - b.** To ensure that all pupils develop holistically, master future skills and are well prepared for the next stage of their education.
 - c.** To ensure that the needs of all pupils are put at the heart of all decision making and that pupil wellbeing is prioritised.
- 2** To ensure that all pupils benefit from state-of-the-art facilities and resources.
- 3** To ensure that community engagement, partnership and outreach work contribute positively to the ongoing development and international profile of St George's.
- 4** To ensure the sustainability of St George's so that the school thrives as the school of choice for the international community of Rome today and into the future.



OVERSIGHT

Committee	Objective(s)
Education Committee	Objective 1
Resources Committee	Objective 2, Objective 4
Governance and Risk Committee	Objective 3, Objective 4a



Objective 1: To ensure that all pupils become the very best version of themselves.

Priorities and actions	Timeline	Outcomes assessed by
1a. To ensure that inspirational teaching leads to exceptional learning, by:		
1ai. Ensuring that all teachers are developed and challenged to be the best they can be, by: <ul style="list-style-type: none">Further increasing the scope of self-evaluation data collected and analysedCarrying out detailed evaluations of all teachers' strengths and areas of developmentRecruiting the very best teachers working internationallyFurther increasing the application of evidence-based best practice in all classroomsFurther increasing the use of support plans for any teacher where concerns are identified surrounding their practice	To be complete by August 2023 with detailed status updates in March 2022 , September 2022 and March 2023	Self-evaluation data and summaries Anonymised teacher evaluation summaries and compiled data Profiles and evaluations of recruited teachers Support plans, implementation analysis and success



<p>1aii. Ensuring the best possible outcomes in standardised tests, examinations and assessments, by:</p> <ul style="list-style-type: none"> ▪ Increasing assessment, moderation, data and tracking ▪ Increasing interventions ▪ Increasing HOD/HOP accountability ▪ Formulating action plans for any identified areas of concern 	<p>To be complete by August 2023 with detailed status updates in January 2022, May 2022, January 2023 and May 2023</p>	<p>Raw attainment, value added, comparison with world averages and age-related expectations</p> <p>GL Progress Tests (JSs)</p> <p>Tracking database (all schools)</p> <p>Summary of interventions and success</p> <p>Action Plans, implementation analysis and success</p>
<p>1aiii. Reviewing and evolving the curriculum, by:</p> <ul style="list-style-type: none"> ▪ Developing the Junior School curriculum ▪ Developing the Senior School curriculum ▪ Developing the pastoral support curriculum ▪ Completing a pathways review ▪ Ensuring BYOD and online platforms enhance and support learning across the curriculum ▪ Increasing the number and quality of CCAs offered ▪ Increasing the number and quality of academies offered 	<p>To be complete by August 2023 with detailed status updates in January 2022, May 2022, January 2023 and May 2023</p>	<p>Updated curriculum maps and guides</p> <p>Schemes of work (SS) and weekly plans (JS)</p> <p>Delivery of pathways review</p> <p>Seesaw and Google Classroom data and examples</p> <p>CCA data - programmes, number of activities, types of activities, case studies, uptake and feedback</p>
<p>1aiv. To ensure that success - in its myriad of forms is constantly celebrated throughout the school, by:</p> <ul style="list-style-type: none"> ▪ Expanding school awards ▪ Expanding the annual prize giving events ▪ Increased profiling of excellence and success 	<p>To be completed by August 2023 with status updated in January 2022 and January 2023</p>	<p>School awards programme and data</p> <p>Delivery of expanded annual prize giving events</p> <p>Success and excellence profile examples</p>



Objective 1: To ensure that all pupils become the very best version of themselves.

Priorities and actions	Timeline	Outcomes assessed by
1b. To ensure that all pupils develop holistically, master future skills and are well prepared for the next stage of their education, by:		
<ul style="list-style-type: none"> Implementing a whole-school, cross-curricular oracy, communication and collaboration programme Increasing the leadership opportunities for pupils Implementing a highly effective careers and university guidance programme 	To be completed by August 2023 with status updated in January 2022 and January 2023	<p>Oracy programme and implementation timeline</p> <p>Data and case studies on pupil leadership</p> <p>Proportion of CCAs that are pupil-led</p> <p>Careers and University Guidance programme and implementation timeline</p> <p>Data on university entrance, success rates and satisfaction</p>
1c. To ensure that the needs of all pupils are put at the heart of all decision making and that pupil wellbeing is prioritised, by:		
<ul style="list-style-type: none"> Ensuring that all pupils model the highest standards of behaviour Ensuring the highest levels of pastoral and tutorial support through an improved House System Increasing pupil feedback into all areas of school life Improving synergetic communication between staff, parents and pupils 	To be complete by August 2023 with detailed status updates in January 2022, May 2022, January 2023 and May 2023	<p>Pastoral and behaviour data</p> <p>House system improvement and implementation plan</p> <p>Pupil voice data, questionnaire results, focus group results, student council minutes</p>





Objective 2: To ensure that all pupils benefit from state-of-the-art facilities and resources, by:

Priorities and actions	Timeline	Outcomes assessed by
<ul style="list-style-type: none">Ensuring that key deadlines associated with phase 1 of the La Storta facilities development plan are deliveredEnsuring that annual CAPEX works develop existing facilities to support pupil learning and wellbeingEnsuring that digital platforms are streamlined to provide the best possible support for pupil learning and community engagement	Status updates in January 2022, May 2022, September 2022, January 2023 and May 2023	Campus development timeline and plans Annual CAPEX proposal and delivery Digital platform architecture, implementation, engagement rates and feedback

Objective 3: To ensure that community engagement, partnership and outreach work contribute positively to the ongoing development and international profile of St George's.

Priorities and actions	Timeline	Outcomes assessed by
3a. Engaging, informing and inspiring the community, by:		
<ul style="list-style-type: none">Developing a world class communications strategyIncreasing the use of virtual and real information sessions, clinics and workshopsIncreasing the use of social mediaIncreasing the frequency and scope of research with all sections of the community	By August 2023	Delivery of communications strategy Data on school sessions, attendance and feedback Data on social media use and engagement Research data and outcomes





Priorities and actions	Timeline	Outcomes assessed by
3b. Increasing outreach work and partnerships, by:		
<ul style="list-style-type: none">▪ Ensuring the school fully meets its obligations as a COBIS Training School▪ Ensuring that the school, as part of Teaching Together in Europe, trains mentors and successfully delivers its PGCE and iPGCE programmes▪ Ensuring the school successfully hosts and delivers a number of COBIS conferences and training events▪ Further developing existing and additional charity, service, environmental and NGO partnerships▪ Developing a partnership plan with universities and local, regional, national and international companies	By August 2023	<p>COBIS Training School presentations</p> <p>TTE data - number of mentors, number of students, evaluation of the programme</p> <p>Details of COBIS events led and hosted</p> <p>LEAP committee and ZOA committee presentations</p> <p>Presentation of University and Career Partnership Plan</p>





Objective 4: To ensure the sustainability of St George's so that the school thrives as the school of choice for the international community of Rome today and into the future, focusing on:

Priorities and actions	Timeline	Outcomes assessed by
4a. A sustainable school, by:		
<ul style="list-style-type: none">▪ Ensuring strong and representative governance▪ Ensuring the school maintains a strong financial position▪ Developing an updated business plan which takes account of possible medium and long term risks associated with Brexit and the COVID-19 pandemic▪ Developing an alumni and community engagement and fundraising strategy▪ Ensuring strong proactive risk management procedures▪ Ensuring highly effective and regularly reviewed policy documentation▪ Seeking ways to increase non-fee income by renting school facilities▪ Developing both sites with a view to minimising their environmental impact	Status updates in January 2022, May 2022, September 2022, January 2023 and May 2023	Governors biographies and profiles BOG self evaluation School accounts, balance sheet and financial presentations Delivery of updated business plan Delivery of Alumni and Community Engagement and Fundraising Strategy Risk Management Matrix Policy documentation and review timeline
4b. Sustainable admissions, by:		
<ul style="list-style-type: none">▪ Ensuring the school is oversubscribed, with waiting lists in place▪ Ensuring all pupils admitted to the school in the examination years are able to access the curriculum (review of Sixth Form and course entry and EAL requirements from Year 9)▪ Ensuring the school maintains its rich international diversity	Status updates in January 2022, May 2022, September 2022, January 2023 and May 2023	Admissions data and analysis Demographic breakdown by year group



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